



## APPENDIX H

### DEVELOPMENT OF CAREER GROUP DESCRIPTIONS

#### Drafting Career Group Descriptions

The **Career Group Team** may order the sequence of drafting the **Career Group Descriptions** in the way deemed most appropriate. One approach is to begin with the description of the entry or most fundamental **Role** and progress upward to higher level **Roles**. An advantage to this approach is that the entry level **Role** will provide the foundation for developing the higher level **Roles**. Some job evaluation texts recommend writing the entry level first, then the highest level, and then the levels in between. The content of a **Career Group Description** is listed below (see the *Example of Career Group Description* at the end of this Appendix).

- **Concept of Work**

This is a one paragraph general description of the type and kind of work typically performed by employees in the **Career Group**. However, it is specific enough to distinguish one **Career Group** from another **Career Group**. This concept summarizes the common elements and the range of **Roles** assigned to this **Career Group**.

**Concept of work:**

This Career Group consists of employees who provide support to program administration by creating or reproducing printed images of text and graphics. Applies knowledge of the necessary technologies in this area. Positions range from trainee and entry level to management level.

- **Matrix of Role Titles, Codes and Pay Bands**

The **Career Group Description** includes a matrix listing the pay band assignment, **Role Titles** and **Role Codes** for both practitioner and management **Roles**. It is possible for some practitioner and management

**Roles** to be assigned to the same pay band. This matrix illustrates the potential career progression within a given **Career Group**.

PAY BAND	PRACTITIONER ROLES	ROLE CODE	MANAGEMENT ROLES	ROLE CODE
1	Printing Technician I	xxxxx		
2	Printing Technician II	xxxxx		
3	Printing Technician III	xxxxx		
4	Printing Technician IV	xxxxx	Printing Manager I	xxxxx
5			Printing Manager II	xxxxx

- **Role Descriptions**

Within a **Career Group Description**, the **Role Descriptions** describe the range of work (from lowest to highest). These descriptions are the basis for allocating positions (using the **Employee Work Profile** or Position Description) to the appropriate **Role**. The **Role Descriptions** are brief and provide capsule information as to the intended use of the **Role**. The capsule description defines the range of work that might be performed within a **Role**.

Since **Roles** are designed to describe a broad array of positions, there are **Roles** that combine staff level work with first-line supervisory work. Other **Roles** describe a range of positions that have entry to senior level work; and still other **Roles** describe positions with only one level of work. The following is an example of a **Role Description**:

**Printing Technician III**

This Role is for fully skilled printing technicians whose duties range from operating various types of printing or copying equipment to being a first line supervisor of staff performing duties related to duplicating and producing printed documents. Duties may include Photolithography, Phototypesetting, as well as offset and xerographic printing.

- **Compensable Factor Matrix**

A **Compensable Factor Matrix** for each **Role** assigned to a **Career Group** is used to supplement the description of work. These matrices distinguish one **Role** from another based on the three compensable factors (**complexity of work, results** and **accountability**). For each compensable factor, a description of the range and level of the work assignments/activities performed by positions assigned to a particular **Role** are listed. A few **Career Group Descriptions** include multiple matrices where there are different

functional tracks within the same **Role**. A sample of a **Compensable Factor Matrix** is illustrated below.

Printing Technician III		
COMPLEXITY	RESULTS	ACCOUNTABILITY
<ul style="list-style-type: none"> <li>Knowledge of lithographic printing and xeroxing techniques and equipment.</li> <li>Has contacts with customers to discuss job orders.</li> <li>Assignments range from preparing a single document for reproduction to producing complex reports, brochures and multi-colored documents to supervising those reproducing the documents.</li> </ul>	<ul style="list-style-type: none"> <li>The materials (e.g., brochures, books, and reports) are reproduced according to job order.</li> </ul>	<ul style="list-style-type: none"> <li>Independently resolves daily printing issues. Refers unusual issues to others.</li> <li>May supervise the work of printers or technicians.</li> </ul>

- Standard Occupational Classification (SOC) System**

This section lists the relevant **Standard Occupational Classifications (SOC)** for some positions that are included in a particular **Career Group**. The SOC System will be used for federal statistical reporting purposes. NOTE: SOC codes will be used at a later date after initial implementation. For additional information BLS and SOC web sites are:

[http://stats.bls.gov/soc/soc\\_home.htm](http://stats.bls.gov/soc/soc_home.htm) - general information

[http://stats.bls.gov/search/soc\\_s.asp](http://stats.bls.gov/search/soc_s.asp) - detailed definitions: key work search

[http://stats.bls.gov/soc/soc\\_majo.htm](http://stats.bls.gov/soc/soc_majo.htm) - detailed definitions: structure search

- Career Group History**

The **Career Group History** is a concise statement that traces the development of the **Career Group**, identifies the study that led to the publication of the **Career Group Description** and states the purpose of establishing or revising the **Career Group**. It is important to include a chart that outlines the former class titles and pay grade assignments that are included in each **Role**.

## History

Previous Class Titles

### Printing Technician I

CLASS CODE	CLASS TITLE	GRADE
61174	Printing/Bindery Worker	3

### Printing Technician II

CLASS CODE	CLASS TITLE	GRADE
12043	Photocopy Technician	4
61156	Printing Press Operator A	5

### Printing Technician III

CLASS CODE	CLASS TITLE	GRADE
12044	Photocopy Supervisor	6
61171	Bindery Foreman	6
61167	Photolithographic Stripper	6
61162	Phototypesetting Specialist	6
61157	Printing Press Operator B	6
61168	Photolithographer	7
61158	Printing Press Operator C	7
61184	Printing Services Supervisor A	7
61166	Phototypesetting Supervisor	8
61154	Press Foreman	8
61185	Printing Services Supervisor B	8

### Printing Technician IV

CLASS CODE	CLASS TITLE	GRADE
61183	Printing Customer Services Specialist	9

### Printing Services Manager I

CLASS CODE	CLASS TITLE	GRADE
61186	Printing Services Specialist C	10
61187	Printing Services Administrator A	11

### Printing Services Manager II

CLASS CODE	CLASS TITLE	GRADE
61188	Printing Services Administrator B	13

## Agency Review of Career Group Descriptions

When ***Career Group Descriptions*** are newly developed or revised, copies are distributed to agency Human Resource Directors for review and comment. All agencies that use the ***Career Group*** review the description to ensure that it accurately reflects and covers the type and level of work performed by their positions. This review allows agencies the opportunity to comment prior to the description being finalized. As part of their review, agencies should compare the concepts of the ***Roles*** to their positions to determine applicability and relevance.

A **Career Group Description** is valid when it represents the general nature of the work performed by a particular **Career Group**. The Commonwealth's methodology for developing **Career Group Descriptions** uses current **Role** information derived from logical and authoritative sources (**Employee Work Profiles**/Position Descriptions, job specifications, job advertisements, Performance Plan, Subject Matter Experts, etc.). External sources may further confirm that **Career Group Descriptions** are consistent with standard occupational definitions (**Standard Occupational Classification System**, professional organizations, compensation organizations, government agencies, and accrediting agencies).

The **Career Group Teams** also validate **Career Group Descriptions** through identifying salary reference comparisons assigned to each **Role**. This validation ensures that **Roles** are assigned to the appropriate pay band based on market information.

Reliability of the **Career Group Description** is measured in two ways, first through an agency's review of the accuracy of the description and then through the consistent allocation of positions to the same **Career Group** and **Role** over time. A **Career Group Description** is reliable when it presents a clear concept of the nature of work associated with a particular career or occupational field. Reliability is first tested during the drafting process when agencies are asked to check the allocation process using the draft **Career Group Description**. The most accurate test of reliability is demonstrated when over time, different user agencies are able to consistently allocate similar positions to the same **Career Group** and **Roles**.

## **Publication**

The Department of Human Resource Management is responsible for publishing **Career Group Descriptions**.

# EXAMPLE OF CAREER GROUP DESCRIPTION

## CAREER GROUP DESCRIPTION

Career Group Title: Printing Operations  
 Career Group Code: xxxxx  
 Occupational Family: Trades and Operations  
 Pay Bands: 1 – 5

### Concept of work:

This **Career Group** consists of employees who provide support to program administration by creating or reproducing printed images of text and graphics. Applies knowledge of the necessary technologies in this area, range from trainee and entry level to management level.

### Role Descriptions

PAY BAND	PRACTITIONER ROLES	ROLE CODE	MANAGEMENT ROLES	ROLE CODE
1	Printing Technician I	xxxxx		
2	Printing Technician II	xxxxx		
3	Printing Technician III	xxxxx		
4	Printing Technician IV	xxxxx	Printing Manager I	xxxxx
5			Printing Manager II	xxxxx

### Printing Technician I

- This **Role** is for employees responsible for completing basic physical tasks that support reproduction services or document finishing services such as cutting, binding, and folding.

### Printing Technician I

COMPLEXITY	RESULTS	ACCOUNTABILITY
<ul style="list-style-type: none"> <li>Knowledge on how to operate folding, binding, collating and other finishing equipment.</li> <li>On occasion talks to customer about job order.</li> <li>Tasks have some variation and difficulty.</li> <li>Applies existing procedures and guidelines in completing the runs or services.</li> </ul>	<ul style="list-style-type: none"> <li>Finished documents are prepared according to job orders.</li> </ul>	<ul style="list-style-type: none"> <li>For self-learning and development.</li> <li>Refers questions and problems to higher levels.</li> </ul>

### Printing Technician II

This **Role** is for employees who are responsible for completing basic printing duties necessary to generate production runs of productions. This includes operating and performing routine maintenance on the machinery, as well as record keeping.

### Printing Technician II

COMPLEXITY	RESULTS	ACCOUNTABILITY
<ul style="list-style-type: none"> <li>Knowledge of basic offset printing or photocopy equipment.</li> <li>Has frequent contacts with customers to discuss job orders.</li> <li>Assignments range from producing printed materials having routine technical requirements to copying a variety of materials and cleaning and maintenance of equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Produces printed material according to job requirements and application of existing procedures and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Running printing independently.</li> <li>Refers questions to higher level.</li> </ul>

**Printing Technician III**

This **Role** is for fully skilled printing technicians whose duties range from operating various types of printing or copying equipment to being a first line supervisor of staff performing duties related to duplicating and producing printed documents. Duties may include Photolithography, Phototypesetting, as well as offset and xerographic printing.

**Printing Technician III**

COMPLEXITY	RESULTS	ACCOUNTABILITY
<ul style="list-style-type: none"> <li>● Knowledge of lithographic printing and Xeroxing techniques and equipment.</li> <li>● Has contacts with customers to discuss job orders.</li> <li>● Assignments range from preparing a single document for reproduction to producing complex reports, brochures and multi-colored documents to supervising those reproducing the documents.</li> </ul>	<ul style="list-style-type: none"> <li>● The materials (e.g., brochures, books, and reports) are reproduced according to job order.</li> </ul>	<ul style="list-style-type: none"> <li>● Independently resolves daily printing issues. Refers unusual issues to other.</li> <li>● May supervise the work of printers or technicians.</li> </ul>

**Printing Technician IV**

This **Role** is for employees using the highest technical knowledge of printing in conferring with and assessing customer' needs, making recommendations, and writing job specifications to have the work produced within or outside the agency.

**Printing Technician IV**

COMPLEXITY	RESULTS	ACCOUNTABILITY
<ul style="list-style-type: none"> <li>● Knowledge of technical resources of full range of printing services.</li> <li>● Knowledge of printing equipment, techniques, and materials.</li> <li>● Frequently consults with customers on problems that require technical and administrative skills.</li> <li>● Assignments range from assessing customers needs to advising on technical matter, (e.g. materials to use, format) and presentation to developing job specifications.</li> <li>● Tasks range from varied and moderately complex to substantial complexity.</li> </ul>	<ul style="list-style-type: none"> <li>● Customer is satisfied with the finished product, resolution of the problem, and the advice and support provide.</li> </ul>	<ul style="list-style-type: none"> <li>● Independently handles customers' problems and technical questions on printing services.</li> <li>● May orient and train others.</li> </ul>

**Printing Manager I**

This **Role** is for employees who manage others in the performance of a wide variety of printing tasks. These responsibilities may be accomplished through subordinate supervisors and employees, or through contractors. May function as the charge printing position with financial and staffing responsibilities in an agency's complex printing operation, or as an assistant-manager in the largest most complex printing operations.

**Printing Manager I**

COMPLEXITY	RESULTS	ACCOUNTABILITY
<ul style="list-style-type: none"> <li>● Knowledge of the principles of management.</li> <li>● Knowledge of printing production standards.</li> <li>● Frequently consults with other managers and staff on production or job quality</li> </ul>	<ul style="list-style-type: none"> <li>● Printing unit is delivering services to customers' satisfaction.</li> <li>● Job and unit costs are appropriate and unit's resources are within budget.</li> </ul>	<ul style="list-style-type: none"> <li>● Independently handles unit, customer, and employee problems.</li> <li>● Management and supervisory responsibility.</li> <li>● Trains and directs others.</li> </ul>

<p>problems, and vendors on costing issues.</p> <ul style="list-style-type: none"> <li>● Assignments range from heading a full service-printing unit to preparing financial analysis and reports, job costing, to developing shop procedures.</li> <li>● Tasks range from varied and moderately complex to substantial complexity.</li> <li>● Presented with problems that do not have easy solutions.</li> </ul>		<ul style="list-style-type: none"> <li>● Financial and quality control responsibilities</li> <li>● Expected to solve problems</li> <li>● Serves as resource to others in resolving complex problems</li> </ul>
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### Printing Manager II

This **Role** is for employees who manage others in the performance of a wide variety of printing tasks as the charge position in the largest and most complex settings. This will involve the management supervision of subordinate supervisors as well as technical employees and will include the normal range of managerial duties such as planning, budgeting, staffing, and evaluation.

Printing Manager II		
COMPLEXITY	RESULTS	ACCOUNTABILITY
<ul style="list-style-type: none"> <li>● Manages administrative and technical printing services.</li> <li>● Knowledge of management principles and program administration.</li> <li>● Frequently consults with major customers on complex job orders, outside printing contractors on cost and problem resolution, and management on policies and procedure development.</li> <li>● Assignments range from management of a full service printing operation to planning for new technologies.</li> <li>● Tasks range from varied and moderately complex to substantial complexity.</li> </ul>	<ul style="list-style-type: none"> <li>● Printing program and staff ensure services according to job orders.</li> <li>● The program goals are met and the printing services operate within budget.</li> <li>● Substantial impact.</li> </ul>	<ul style="list-style-type: none"> <li>● Oversee staff and administrative functions.</li> <li>● Lead functional responsibility.</li> <li>● Orients and trains others.</li> <li>● Discretion and judgement in resolving program and staff problems.</li> <li>● Serves as resource to others in resolving complex problems.</li> </ul>

### Statistical Reporting

Positions in this **Career Group** include, but are not limited to, those in the following Standard Occupational Classifications:

### History

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<b>CLASS CODE</b>	<b>CLASS TITLE</b>	<b>GRADE</b>
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**Printing Services Manager II**

<b>CLASS CODE</b>	<b>CLASS TITLE</b>	<b>GRADE</b>
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